

MEMORANDUM OF AGREEMENT
BETWEEN
THE DIRECTOR OF FORCE TRANSFORMATION,
OFFICE OF THE SECRETARY OF DEFENSE
AND
THE SUPERINTENDENT,
UNITED STATES AIR FORCE ACADEMY
FOR
ESTABLISHMENT, SUPPORT, AND CONDUCT OF
A TRANSFORMATION CHAIR

1. Purpose. To establish the United States Air Force Academy Transformation Chair, and to agree on terms of the selection, activities, and support of the Chair.
2. Background. The Department of Defense describes transformation as "a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people, and organizations that exploit our nation's advantages and protect against our asymmetric vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world¹." The United States needs agile, network-centric forces capable of taking action from a forward position, rapidly reinforced from other areas, and defeating adversaries swiftly and decisively while conducting an active defense of US territory.

No aspect of defense remains untouched by the new complexities of the Information Age and Globalization. All levels of defense—strategy, operations, and tactics—and all organizational elements—people, processes, culture, and technology—are potentially subject to transformation-related change. Our defense education institutions are focused on preparing our current and future leaders for this new world. To assist our institutions in this mission, and to reap the rewards for transformation, OFT had designed a set of initiatives under the title of "Education for Transformation." A main initiative in this effort is the positioning of "Transformation Chairs" at defense education institutions. This memorandum defines an agreement between the Director of Force Transformation and United States Air Force Academy to establish, support, and guide the United States Air Force Academy Transformation Chair.

3. Goals and Objectives.

- A. Force Transformation. The top-level goals of the Office of Force Transformation are:

¹ "US Department of Defense Transformation Planning Guidance: April 2003," Department of Defense, April 2003; p 3.

- 1) Make force transformation an integral element of DoD corporate and national defense strategy.
- 2) Change the force and its culture from the bottom up through the use of experimentation, operational prototyping, and the creation of new knowledge.
- 3) Implement Network Centric Warfare (NCW) as the theory of war for the information age and the organizing principle for joint concepts, capabilities, and systems.
- 4) Get the decision rules and metrics right and cause them to be applied enterprise wide.
- 5) Discover, create, or cause, to be created new military capabilities to broaden the capabilities base and to mitigate risk.

B. Transformation Chairs. Within the scope of the above goals, the Director of Force Transformation is sponsoring ongoing education initiatives, collectively known as "Education for Transformation." One of several education objectives within this collection is the voluntary establishment of a Transformation Chair at each defense education institution. The objectives of the Transformation Chair initiative are:

- 1) Foster defense education institutional ownership, alignment and leadership for defense transformation, and harvest valuable education-related feedback to the larger defense transformation process.
- 2) Foster direct, multiplicative education stakeholder engagement in the discovery, creation, and diffusion of emerging knowledge associated with defense transformation.
- 3) Create and sustain a lively, effective collaborative community dedicated to the conduct and advancement of education for transformation and the education of Information Age leaders.

4. Responsibilities. While each participant defense educational institution shall have great latitude in the daily use and conduct of the Transformation Chair, the Office of Force Transformation and the institutions share specific responsibilities for local establishment and function of the Chair within the overall Education for Transformation program.

A. Office of Force Transformation Responsibilities

- 1) Provide \$200,000 per year beginning in FY06 (pro-rated for FY06) and continuing through FY08 to establish and fill the Transformation Chair at the United States Air Force Academy. The \$200,000 per annum provides

funds for pay, benefits, and costs of travel to symposia, workshops, and meetings of Transformation Chairs.

- 2) Provide continuing support and guidance regarding Education for Transformation initiative teaching and learning resources. Work with the Chair to define a focus area for research and teaching, and schedule delivery of a Short Course, workshop, or symposium to a selected audience drawn from the larger DoD community.
- 3) Support Transformation Chair and USAFA participation in a dedicated Transformation Research Program (TRP) by suggesting topics and facilitating collaboration. Funds required to support specific transformation research activities at the Air Force Academy will be decided on a case-by-case basis. The procedures for applying for support under the TRP will be published in a separate document.
- 4) Assist and guide Chair participation in a collaborative community dedicated to education for transformation.
- 5) Identify a list of potential Transformation Focus Areas. Each focus area will have an associated short course, associated case studies, research, and a designated chair to be the lead/co-lead of this focus area. OFT anticipates that these focus areas may evolve over time.

B. United States Air Force Academy Responsibilities and Intentions

- 1) Hire a dedicated, full-time person to fill the institution's Transformation Chair, subject to the desires of the institution and the recommended minimum qualifications delineated below. Due to the duties and responsibilities of this position it will be established as a full-time position and not collateral or part-time. Starting in FY09, make a good faith effort to fully fund the Transformation Chair for at least the duration of this MOA, unless or until this memorandum is modified otherwise.
- 2) Provide full administrative, IT and facilities support. Office space and institutional privileges will be commensurate with those for positions of similar institutional stature.
- 3) Fully integrate the Chair into the institution's mainstream and provide full access to institutional resources normally assigned to faculty members or staff.
- 4) Apportion OFT money to salary, direct support of required Chair activities, and other direct costs.

- 5) Be prepared to host at least one multi-day meeting of Transformation Chairs.
- 6) Be prepared to host at least one Transformation Short Course in each of FY07 and FY08.
- 7) Though not required, it is strongly recommended that United States Air Force Academy establish a Charter to define and empower the Chair in local context. A well-written charter can also serve as an excellent tool to inform appropriate institutional stakeholders.

5. Minimum Requirements for Selection as United States Air Force Academy Transformation Chair

A. Significant experience in one of the following fields of endeavor:

- 1) Networked/distributed military operations
- 2) Information Age science and technology
- 3) Information Age organizational and/or human dynamics
- 4) Historical trends in large scale transformation

B. Excellence in the following qualities and competencies:

- 1) Education skills, including teaching
- 2) Lifelong learning (more important than immediate experience)
- 3) Structure & coordination of research
- 4) Multi-disciplinary & cross-boundary collaboration
- 5) Ability to translate concepts to practice and vice-versa
- 6) Ability to lead or facilitate change

C. Clearance level: Recommended SECRET at undergraduate institutions. SECRET required at all other institutions and must have an approved clearance prior to assuming the duties of the transformation chair.

6. Minimum Required Activities of the United States Air Force Academy Transformation Chair. At minimum, the United States Air Force Academy Transformation Chair will:

A. Participate in quarterly meetings of all Transformation Chairs.

B. Support through writing and or coordinating transformation and transformation-related articles in trade or academic publications from the institution.

C. Act as the focal point for the institution's inputs to the Transformation Research Program and have visibility into institutional research that potentially is relevant to defense transformation.

D. Actively collaborate with other Transformation Chairs and OFT on all matters related to education for transformation.

E. Working in collaboration with other Transformation Chairs and OFT, develop, implement, and teach Information Age & Defense Transformation-related subject matter at United States Air Force Academy.

F. Assist in the development and implementation of institutional defense transformation education approaches, educational support systems, and associated learning elements.

G. Advise and assist top leadership of United States Air Force Academy in understanding and aligning institutional elements to defense transformation.

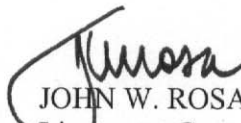
H. Within three months of assuming the Chair, select a specific OFT designated transformation focus area in which to become the Transformation Chair of Excellence and focal point amongst the established network of educators. Within one year, develop and deliver a Transformation Short Course (3-4 days) using USAFA resources on the selected subject for an audience of 25 to 30 persons determined in collaboration with OFT.

I. Attend a minimum of one transformation-related symposium/colloquium per year.

7. Modifications. This MOA shall remain in force until 30 June 2010. Any changes, modifications, renewal, or cancellation of this memorandum will be promulgated by mutual signature of the Director of Force Transformation and the Superintendent, United States Air Force Academy, or their designated representatives.



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JOHN W. ROSA
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